

Placement and Programme Manager Training

Hosts today:

Start your journey here

Today's journey

- What is GMTS and how is it structured?
- What are you responsible for?
- How to create the foundations to helping your trainee?
- What are the Placement related activities?
- What is GENI and how to use it?
- Who are the key stakeholders from the view of the trainee?
- Questions or anything you would like more information on?

**What do you want to
get out of this
session?**

What is GMTS and how is it structured?

What is GMTS?

“Developing our future NHS leaders. Giving them skills, experience and professional education. Exposing them to challenges and equipping them with knowledge so they can become capable leaders that drive our NHS and improve patient care.”

Fast-track leadership development

- Established in 1956, we have over 65 years of graduate training expertise.
- Fast-track, funded leadership development over 2 - 2.5 years.
- Non-clinical.
- Six specialisms.
- 250 trainees per intake.

A multi-award winning scheme

- 2nd in Times Top 100 Graduate Employers 2022.
- Times Graduate Recruitment Awards 2022 Graduate Employer of Choice in the General Management and Human Resources category.



Trainee Employment

- All trainees are employed by the NHS Business Services Authority (BSA) who holds their contract and pays their salary.
- The pre-employment process for all trainees is in line with NHS Employment Check Standards.
- You may wish to put an honorary contract in place by working with your trainee and your organisation HR team.
- You will need to ensure your trainee has access to Mandatory and Statutory Training and any additional training required for trainee to undertake the role within the placement.

Trainee Expenses

- Orientation and Placement Business related to be reimbursed by host organisation;
- Scheme related e.g. Education to be reimbursed by NHS BSA.

GMTS Specialisms

General Management



- Service Manager
- Project Manager
- Contracts Manager
- Support Manager
- Assistant General Manager

Human Resources



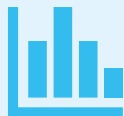
- HR Advisor
- Employee Relations Manager
- Organisational Development Manager

Finance



- Management Accountant
- Finance Accountant
- Senior Finance Manager

Health Analysis



- Information Analyst
- Pricing Analysis
- Health Analyst
- Performance Analyst

Health Informatics



- Business Analyst
- Senior Information Officer
- Information Analyst
- Performance Manager

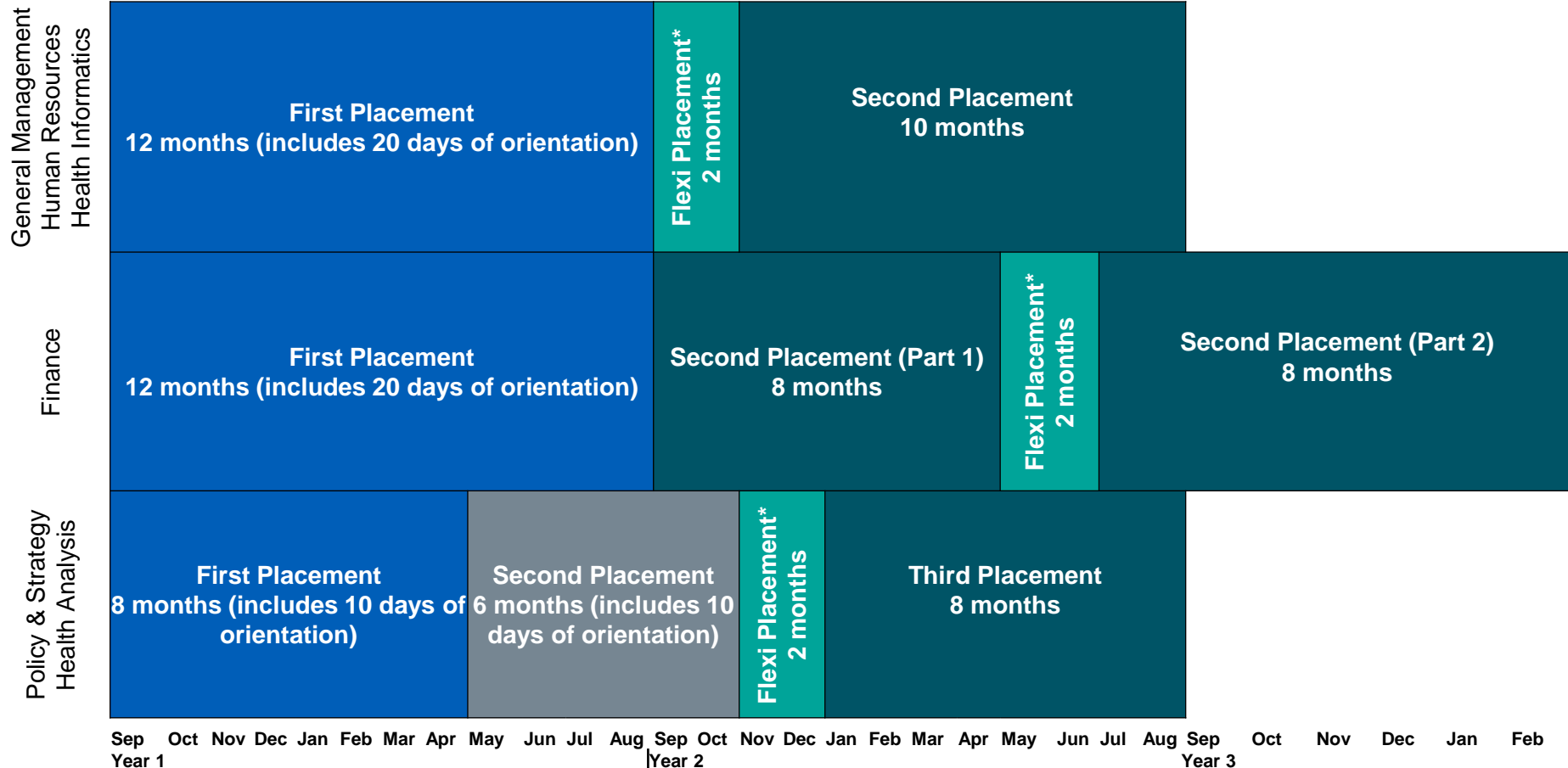
Policy & Strategy



- Strategy Advisor
- Policy Manager
- Strategy Analyst
- Implementation Manager

GMTS Placement Structure

Graduate Management
Training Scheme



*Flexi Placements are two months organised by the trainee during their first year and can be in any organisation in England.

GMTS Education

<p>PGCert Healthcare Leadership University of Birmingham</p>	<p>All trainees complete the Elizabeth Garrett Anderson to PGCert in Year 1.</p>	<p>General Management trainees continue to PGDip level in Year 2.</p>
<p>Action Learning Sets Trained Facilitators</p>	<p>All trainees complete 8-9 Action Learning Sets (ALS) across the duration of the scheme.</p>	
<p>Experiential Learning LA Faculty</p>	<p>All trainees complete 5 modules of Experiential Learning across the duration of the scheme</p>	

GMTS Education

All trainees except General Management will also be studying for a PG Diploma in Year 1 on top of the EGA Programme, which they will continue into Year 2.

Human Resources	<ul style="list-style-type: none"> • Human Resource Management • De Montfort University
Finance	<ul style="list-style-type: none"> • Chartered Institute of Public Finance and Accountancy
Health Informatics	<ul style="list-style-type: none"> • Health Informatics Management • University College London
Health Analysis	<ul style="list-style-type: none"> • Health Analysis Management • University College London
Policy & Strategy	<ul style="list-style-type: none"> • Health Policy • Imperial College London

**What do you think needs to
be included within a great
placement to develop
competent managers?**

What are you responsible for?

The goal of your role

“The ultimate goals of the placement and programme manager is to develop a trainee into a competent leader and manager who is capable of managing our NHS services.”

The programme manager has the 'zoomed out' lens



Placement Manager

Zoomed in on day-to-day detail.

Programme Manager

Zoomed out looking at the bigger picture:

- Long-term career planning.
- Provides wider context beyond placement.
- Supports with flexi placement.
- Overall quality of experience.
- Supports placement transition.



What are you specifically responsible for?

Programme Manager

- Responsible for the designs and delivery of an orientation for the trainee.
- Facilitates and enables the trainee to understand the wider context of the NHS, above and beyond that of the placement, including support for system networking and securing post scheme role.
- Holds the placement manager accountable if trainee experience is inadequate.
- Works with GMTS regional team to find alternative placements/placement managers in exceptional circumstances.
- Supports trainee to identify flexi-placement and sign off final proposal.
- Overarching responsibility for the support, development and experience of trainee as well as the trainee placement arrangements.
- Supports the trainee with career development opportunities during and as they transition off the Scheme.

What are you specifically responsible for?

Placement Manager(s)

- Assesses the trainees starting competence and creates a plan to take them from there to full 90% competence on GENI.
- Creates opportunities that enable the trainee to develop real managerial competency.
- Holds 'Probation/Performance Reviews' in line with trainee schedule to plan ahead and assess current performance in addition to regular 121s
- Authorises annual leave request and applies BSA sickness process in collaboration with TSM.
- Uses the information zone on GENI to understand trainee policy and process.
- Supporting trainee's health and wellbeing, both mental and physical including reasonable adjustments.

Foundation to helping your trainee

Creating a safe environment for your trainee – psychological safety

- Enable trainees to speak about disability.
- Provide a space to express their concerns and queries.
- Get the best out of trainees by addressing trainee needs.

Recognising and supporting difference

- Explore the value trainees bring.
- Highlight and focus on the strengths.

Identifying ‘superpowers’ – what are your trainees good at

- Change the way the conversation is approached
- Focus on the strengths and build on these

Video clip from Introduction to Neurodiversity

Graduate Management
Training Scheme

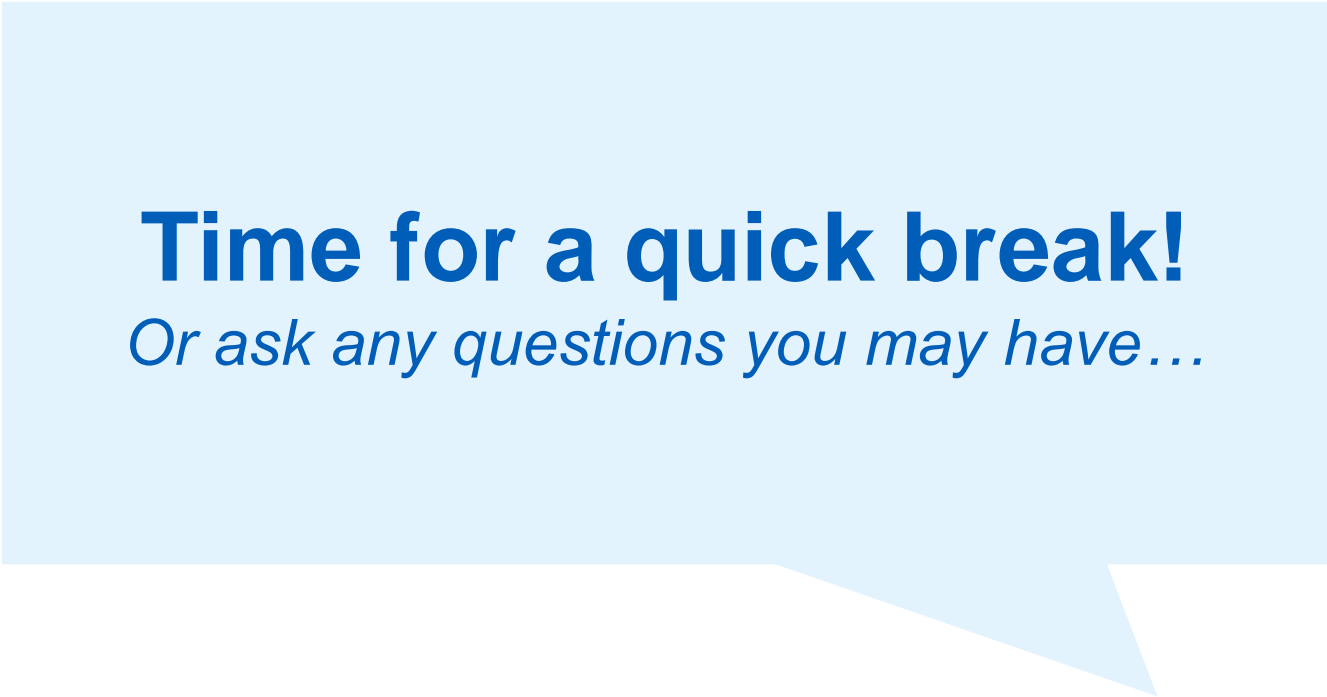


Embedding sustainability

We want future NHS leaders to be conscious of and work towards net zero and reducing the NHS' impact on our environment.



What opportunities can you provide your trainee with to learn about sustainability in the NHS?

A large, light blue speech bubble with a tail pointing towards the bottom right corner of the slide.

Time for a quick break!
Or ask any questions you may have...

A decorative dotted line in blue, forming a rectangular border around the central text area.

Focus on the placement related activities

What are the trainee competencies?



Competencies

Core competencies

Common across all specialisms. Examples include:

- *Takes responsibility and ownership for leading key activities/projects and new initiatives.*
- *Behaves professionally with colleagues within and outside of the organisation.*

Specialism competencies

Specific to each specialism. Examples of these for each specialism are:

- **General Management** - *contributes and evaluates business cases and has experience synthesising information from many sources, qualitative and quantitative to support this.*
- **Finance** - *knowledge and experience in developing technical analysis skills to analyse and present financial data/information*
- **HR** - *Demonstrates a full understanding and can provide advice to others on employment legislation and case law, NHS staff terms and conditions, redundancy legislation etc.*
- **Health Informatics** - *detailed knowledge and experience using different data sources to support performance analysis and management, including understanding data definitions.*
- **Health Analytics** – *synthesises and applies results of qualitative research together with quantitative results to present coherent narrative in own work area.*
- **Policy & Strategy** - *participates in the delivery of a change programme; in response to system reform, national or local policies and priorities.*

What are the trainee competencies?

How do I sign them off?

Level		Description
1	Awareness or knowledge	Demonstrates insight but has no practical experience.
2	Support	Demonstrates competence through assisting others in undertaking a process/task.
3	Practical application	Demonstrates competence through having a defined responsibility for undertaking a process/task.
4	Experienced practitioner	Demonstrates competence through having a defined responsibility for regularly undertaking a process/task.
5	Leadership	Demonstrates competence through leadership of a process/task.

Example of logging a competency

Communicates effectively with patients, their families and carers, including complaints handling

Trainee comments	I investigated a complaint raised within the organisations business unit. This has involved reviewing the complaint, taking statements from staff involved, producing a report outlining the key issues and lessons learnt and creating an action plan. In this case the claimant had requested to have no further communication with the hospital staff but to ensure the issues were investigated and lessons learnt were shared with the wider team.
Manager comments	In a very short space of time, they have built relationships enabling them to communicate effectively at varying levels both internal and external to the organisation. They have confidently dealt with investigating complaints and used their relationships and communication to resolve concerns or queries. They have provided communication/information input into complaints led by the complaints manager.

How to structure the placement experience?

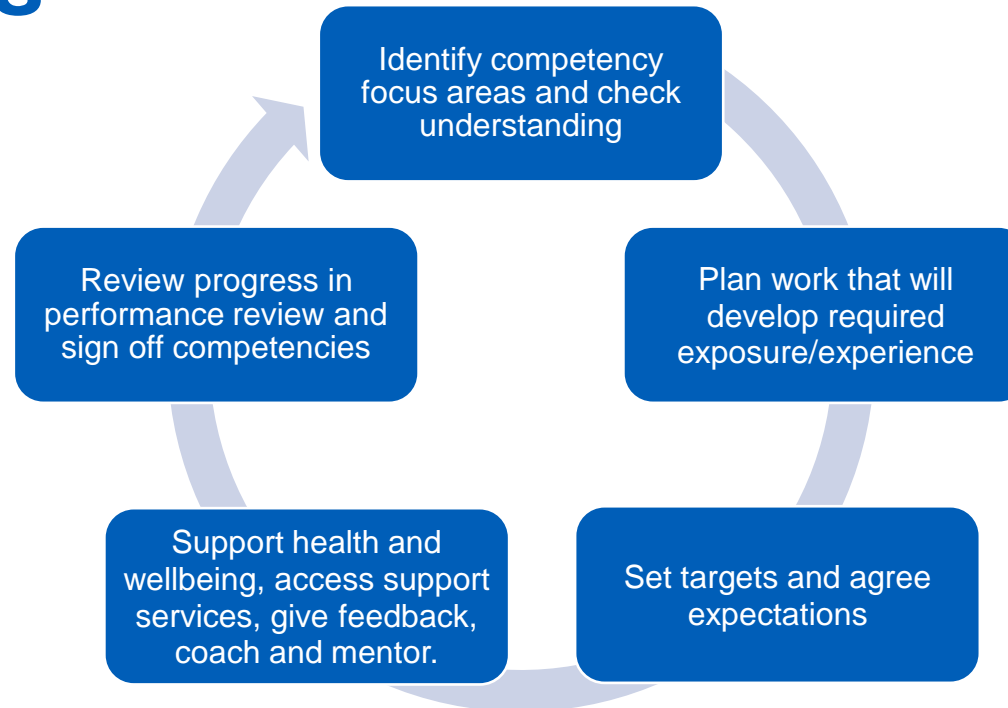
Year on Scheme	Month	Probation/Performance	Required Competency Completion	
			GM, HR, HI, HA, P&S	Fin
Y1	October	Probation Review 1		
Y1	November	Probation Review 2		
Y1	December	Probation Review 3		
Y1	January	Probation Review 4		
Y1	February	Final Probation Review	15%	15%
Y1	August	Performance Review 1	40% - 50%	30% - 40%
Y2	February	Performance Review 2	60% - 70%	50% - 60%
Y2	August	Performance Review 3	90%+	70% - 80%
Y3 (Fin only)	February	Performance Review 4		90%+

Example

- *Identify competencies to focus on, agree a workplan and sign off review on GENI.*
- *Sign off competencies and identify which to focus on. Agree workplan. Sign off review on GENI.*
- *Repeat – staying on track with timeline.*



The performance cycle for trainees



If there are any performance, behaviour, education or attendance issues – you must raise this directly with the regional TSM. Such issues may result in failure of probation and needs to be managed in line with policy,

What's included in the probation/performance review?

Competencies

- Trainee is meeting competency targets (% requirements) as expected.

Work performance

- Trainee is meeting work objectives and performing consistently well.

Attendance

- Set and review attendance expectations.

Conduct

- Trainee is an exemplar, representing host organisation and GMTS.

Academic Attainment

- Trainee is meeting education requirements.

PDP Development Opportunities

- Trainee's PDP is maintained, addressing developmental needs (SMART).

**Share best practice and
discuss how you would
implement what you have
heard so far.**

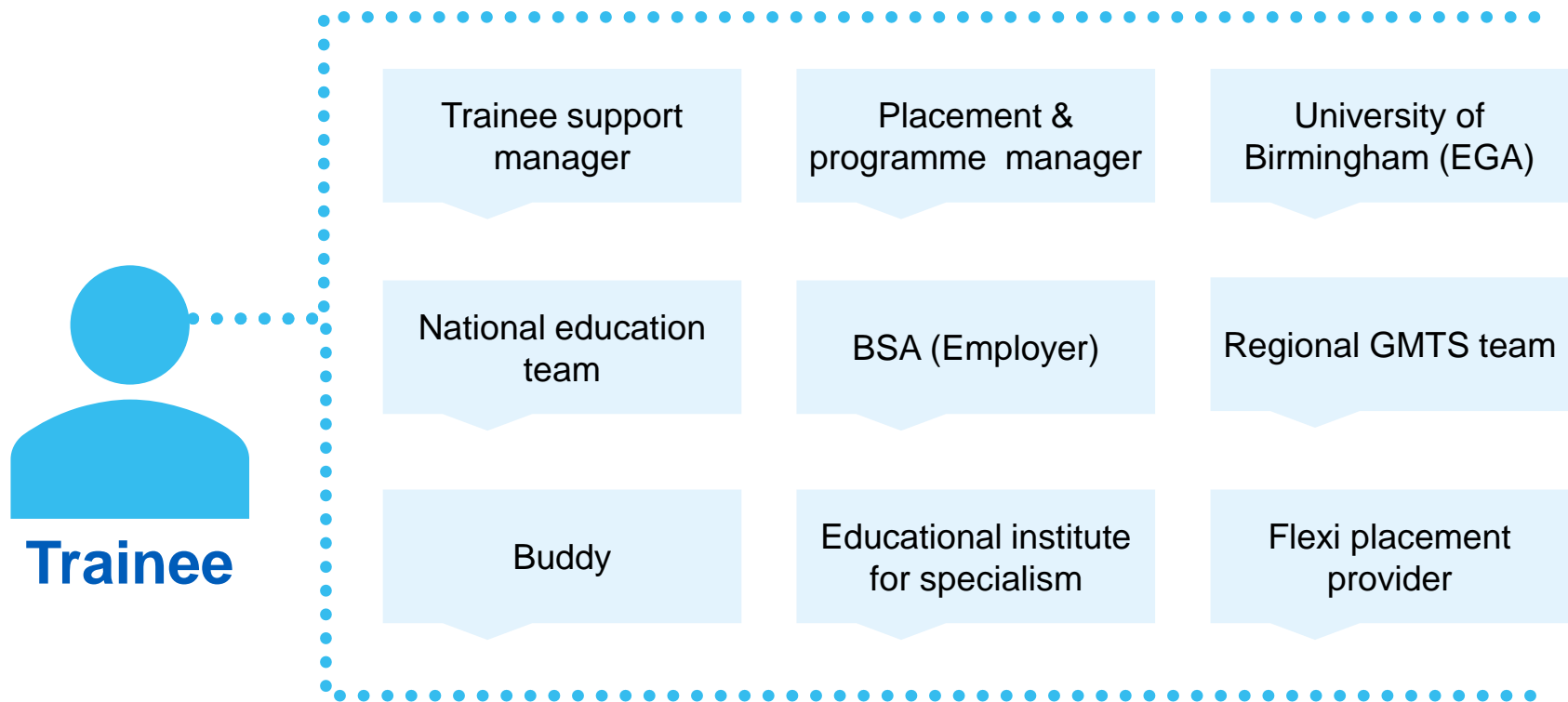
**Breakout room
discussion**

What is the GENI system & what is its role?

The screenshot displays the NHS GENI system interface. At the top, there is a blue header with the NHS logo and the text 'GENI'. To the right of the header, there is a 'Notifications (1)' button. Below the header, there is a navigation bar with icons for home, reports, documents, and messages. On the left side, there is a dark sidebar with a list of menu items: Dashboard, My Profile, Users, Reports, Forum, Messages, Scheme News, Surveys, Polls, Reviews, Competencies, Academic Records, Information Zone (highlighted), Leave Entitlement, and Non Working Days. The main content area is titled 'Information Zone' and features a 'New Document' button. Below this, there is a section titled 'Documents' which lists several documents, each with a yellow folder icon, a title, a date, and an 'Action' link (Edit). The documents listed are: 'Travel and expenses' (Date: 28/09/2021), 'Study Leave Guidance and FAQs' (Date: 06/07/2021), 'Graduation and Leaving the Scheme' (Date: 06/07/2021), 'Competencies and Probation/Performance Reviews' (Date: 06/07/2021), 'Flexi Placements' (Date: 06/07/2021), and 'Health and Wellbeing' (Date: 06/07/2021). The 'Flexi Placements' document has a detailed description: 'Information FAQs Schedule (March and September example schedule) Statement of Commitment Centrally Organised Placements Dates March 2020 Intake March 2021 Intake September 2021 Intake'.

**Who are the key stakeholders from
the view of the trainee?**

Trainee stakeholders



Contacts and key teams

Team	Purpose	Contact email
GMTS Education Team	Manage the relationship the academy has with our various educational institutes. Also manages GMTS policies.	graduateenquiries@leadershipacademy.nhs.uk
Regional GMTS Team	Identify and responsible for the quality of placements for trainees including flexi placements.	See GMTS Trainee Handbook on GENI Information Zone > Scheme Wraparound and Support
NHS BSA HR	Trainee's contractual employer and responsible for all employment-related queries. Work closely with the GMTS Education Team and TSM to do this. Trainees can contact BSA directly for queries including employment and rental references, contract queries etc.	hr.advisory@nhsbsa.nhs.uk
NHS BSA Payroll	Manage trainee's pay – trainees can contact them directly for payment queries.	nhsbsa.payroll@nhs.net
Trainee Support Manager (TSM)	Provides pastoral support for the trainee. Manages matters relating to HR, such as absence, performance and conduct. Will meet with trainee throughout duration of placement to ensure trainee is on track.	Linked to trainee's GENI Profile under Localised Leaders

Regional teams

Team	Contact email
East of England	eeo@leadershipacademy.nhs.uk
London	graduateenquiries.lase@leadershipacademy.nhs.uk
Midlands	midlands@leadershipacademy.nhs.uk
North East & Yorkshire	england.gmts.ney@nhs.net
North West	nwla.gmtsnw@nhs.net
South East	gmts.sell@leadershipacademy.nhs.uk
South West	leadership.SW@leadershipacademy.nhs.uk

Scan the QR Code to feedback on today's session:



<https://forms.office.com/e/FvGtCVUJTD>

**Questions or anything
you would like more
information on?**

Additional resource and regional networks

Manager Handbook

[NHS GMTS: Introduction to Neurodiversity](#)

[GENI step by step tutorial](#)

Regional Leadership Academy Offers

Leadership Learning Zone

Programme and Placement Manager Networks

Regional NHS GMTS Teams

Regional Links

Regional Leadership Academy webpages

EoE – <https://eoe.leadershipacademy.nhs.uk/>

Midlands – <https://midlands.leadershipacademy.nhs.uk/>

NEY – <https://www.nelacademy.nhs.uk/>

NW – <https://www.nwacademy.nhs.uk/>

London – <https://london.leadershipacademy.nhs.uk/>

SE – <https://se.leadershipacademy.nhs.uk/>

SW – <https://sw.leadershipacademy.nhs.uk/>

National – <https://www.leadershipacademy.nhs.uk/>